Draft

National Ecosystem Center of Expertise (ECO-CX)

Program Management Plan

U.S. Army Corps of Engineers
Mississippi Valley Division
Vicksburg, Mississippi

13 September 2004

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Introduction

This Program Management Plan (PgMP) implements the Mississippi Valley Division (MVD) National Ecosystem Center of Expertise (ECO-CX). The PgMP defines the organization, responsibilities, lines of authority, communication processes, methods of participation, membership, interactions, and schedule to realize formation and functions of the ECO-CX.

In August 2003, the Corp's Director of Civil Works directed the establishment of national centers to conduct larger, complex planning studies for inland navigation, deep-draft navigation, ecosystem restoration, water supply, and flood damage reduction. The national centers are part of a Corps initiative to improve the quality and effectiveness of the planning process for water resources projects called the Planning Excellence Program (PEP). The PEP includes training and work force capability improvement, enhanced quality assurance and control efforts, process improvement and regional and national planning centers.

The MVD was assigned the ECO-CX. The ECO-CX will be consistent with other national centers and thus, over time, will be adjusted based on experience and further direction. The center's structure and functions will evolve over time as experience is gained and the Center matures.

References

The following contain regulations and guidance that created and guided the formation of the national centers of expertise.

a. USACE 2012 Final Report: Aligning the U.S. Army Corps of Engineers for Success in the 21st Century, 6 October 2003.

b. USACE 2012 Web site at http://www.hq.usace.army.mil/stakeholders/

c. Memorandum, CECW-P, 25 August 2003, Subject: Planning Centers of Expertise

Roles and Responsibilities

The ECO-CX will support the Corps ecosystem restoration needs at both the national and international levels. The ECO-CX will serve as a clearinghouse for

ecosystem restoration needs, interacting with project delivery teams and matching needs with resources. The ECO-CX will improve quality and timeliness of ecosystem restoration studies by providing services that meet the needs of any customers. The purpose is to develop, maintain and apply the best and most appropriate national and regional expertise and science and engineering technology to the planning of ecosystem restoration projects. The Center will have the following roles and responsibilities, subject to change based on experience, direction and guidance through the PEP.

- Provide environmental and ecosystem restoration planning consulting services at the request of a project delivery team.

- Conduct key environmental analytical components of ecosystem restoration planning studies as requested by customers.

- Provide independent policy and technical review support as requested, to supplement the capabilities of any project delivery team.

- Provide advice to HQUSACE, the laboratories and other stakeholders (partners and sponsors) on significant regional and nation-wide planning and ecosystem restoration issues.

- Assist in establishing research and development priorities in ecosystem restoration planning.

- Coordinate and have oversight of the certification, validation and peer review of planning models for ecosystem restoration.

- Coordinate development of training related to ecosystem restoration planning.

- Develop and manage a program of ‘lessons learned’ through coordination with the MSC planning expertise centers, sponsoring workshops, technology transfer, and web based support.

- Support the HQUSACE staff in policy compliance review for ecosystem restoration planning on projects as requested.

- Enhance basic planning expertise throughout the Corps by providing or creating developmental opportunities for employees having specialized planning expertise in ecosystem restoration planning.

Organization

The ECO-CX will be led and managed by the MVD staff. Oversight of the ECO-CX operations will be by the MVD Programs Directorate and Business Directorate. The head of the MVD Planning and Policy Community of Practice (CoP) will serve as the Center's Director. The MVD Environmental COP Leader will handle the day-to-day center operations coordinated with the Director and core members. Four to five planning and engineering staff at MVD with special expertise in ecosystem restoration planning will be core PDT members of the ECO-CX, along with an Engineering Research and Design Center (ERDC) designate, representing the Corps research and design community and interests. The majority of the ECO-CX staff of expertise will be comprised of regional technical ecosystem restoration planners from the MVD Districts and other ecosystem restoration planning experts from throughout the Corps and ERDC. Eventually, the ECO-CX will include associations with academia, state and private groups with ecosystem restoration planning expertise, including international expertise. The following list gives some a brief review of the ECO-CX leadership.

Programs/Business Directorates - Operations Oversight

Planning CoP Leader - Director

Environmental CoP Leader - Deputy Director

Interdisciplinary Team - Core PDT & Virtual PDT

Implementation

The ECO-CX opened for on 5 January 2004. It will be fully operational but subject to revision by 1 October 2004. At that time, the final PgMP, an initial roster of staff, capabilities brochure and points of contact will be made available to the public. Additional experts will be selected and added to the center's capabilities on a continuous basis. A web page will also be developed by 1 October 2004 depicting staff resumes, center icon and center capabilities.

The following are implementation critical assumptions during and after stand-up of the ECO-CX:

- Work will continue to be processed as efficiently as possible as the center develops;

- ECO-CX functions will include Regional Implementation Team (RIT) and Community of Practice (CoP) support;

- The ECO-CX will be the primary Corps POC for ecosystem restoration planning at all levels nationally and some limited internationally;

- Project execution actions requiring ECO-CX involvement will typically be referred to the ECO-CX from District Support Teams, District Project Delivery Teams, and project managers but may be referred to the ECO-CX directly from other MSCs or Headquarters;

- Authorities and actions by the ECO-CX will be delegated to the lowest appropriate level possible;

- The ECO-CX will have the responsibility for establishing and maintaining National relations, e.g., with ASA (CW), HQDA/AF, OMB, and congressional members and staff as appropriate;

- The ECO-CX core team members will not be expected to resolve every issue that comes to the ECO-CX, but will be responsible for achieving resolution of issues with assistance from all available resources;

- The ECO-CX will be the advocate and interface for its Regional Business Center (RBC) resource and program requirements to the Program Integration offices at all levels;

- The ECO-CX will be the advocate and interface for Policy and CoP issues surfaced by the RBC at Washington level or the regional level;

- There will be one level of review of decision documents – with information copies provided to all involved. The overall focus is on enabling execution at the Districts in an efficient and effective manner;

- In establishing and staffing the ECO-CX, every effort will be made to integrate members from the current HQ Support Teams with the ECO-CX to ensure a continuous base of knowledge of programs and projects. Having experienced and knowledgeable Program Managers, Planners, Environmental Specialists, and other technical support elements will be important to the success of the ECO-CX.

Operations

The ECO-CX will operate on a reimbursable basis to carry out tasks related to execution of specific customer requests. Tasks may include ITR of all or selected aspects of a study, review of Project Management Plans, conducting various planning analyses, modeling or other aspects of a study, preparation of a report/EIS or sections thereof, providing consultation services, providing/suggesting personnel for TDY or other duty assignments, policy or quality assurance guidance, and other ecosystem related support for a customer. The ECO-CX may be assigned the task of conducting portions of all of and ecosystem restoration study. The following is a list of operational concepts that guide the ECO-CX.

- Develop an environment of open and honest communication within the horizontal and vertical teams to foster more efficient project delivery.
- Communicate new ideas, concepts, and issues to stakeholders in a timely manner.
- Develop a cross-functional and multi-disciplinary team.
- Focus attention on important issues, with the team working together to solve them.
- Keep in touch with leadership, let them know what is going on - keep them informed.
- Maintain situational awareness.
- Build and maintain professional relationships.
- Develop and maintain communications with Congress, ASA(CW), HQDA/AF, Office of Management and Budget (OMB), and outside interests.
- Maintain effective communications to assure corporate perspectives are maintained.

In general, the following are the steps to acquire ECO-CX services.

1. The first step is for the customer to contact the ECO-CX Director about the desired need. The Director will make a decision as to whether the need generally fits within the services provided by the ECO-CX.

2. If the need can be satisfied by the ECO-CX the Director will pass along the customer's request to the Deputy Director who will then coordinate with the customer and core PDT and develop a Scope of Work and Cost Estimate.
3. The Scope and Cost Estimate, including schedule and type of deliverables will then be negotiated and set by the Deputy Director and PDT, with final approval by the Director. Part of the negotiations will be locating and arranging national support that matches customer needs.
4. Finally, government MIPRs would be issued by the customer to those entities which will provide the services. The service providers could be within the ECO-CX Division or outside the Division, as is determined most suitable for the customer.

The Deputy Director or designee would provide management and oversight of the project action and activities including schedule and deliverables. The Director would provide overall quality assurance. Upon completion of the support request, the customer will be requested to provide a feedback survey of ECO-CX activities with the goal of continually improving and monitoring.

The ECO-CX operation will be centered around three key quality components including people, process, and communication. The operational philosophy is to develop, maintain and apply the best and most appropriate national and regional expertise and science and engineering technology to the planning of ecosystem restoration projects across the Nation.

People:

- Sustain ECO-CX Education and Development as a Learning Organization.
- Support the development of regional and national teams.
- Focus on Personal and Professional Growth for Every Person in or working with the ECO-CX.
- Provide input to corporate training through the training process MVD-Wide.
- Support stakeholder training and education

Process:

- Deliver Quality Projects, Products, and Services through a Quality Management System.
- Validate PMBP – Focus Districts Through the International Organization for Standardization (ISO) Certification Process as applicable.
- Continue to Refine and Institutionalize Effective and Efficient Regional Business Center Process and Business Practices.
- Develop and Implement benchmarks and metrics to gauge our strategic progress, and competitiveness.

Communication:

- Develop Virtual Tools to Facilitate Strategic Communication.
- Continue to Improve Command and Customer Briefings and include all Regional Business Centers.
- Develop Regional Expertise to Conduct Surveys and Use Assessments Tools in order to Document Progress in Reaching Strategic Goals.

Funding Considerations

The Center Director will be funded with GE, ED&M. The Center Deputy Director will be fulltime and will be funded with GE funds and/or from a national revolving fund account. These details have not been resolved.

A revolving fund account made up of GI funds or GE funds will be required for general Center activities, i.e., activities that are not project specific. Such work includes development of national policy, coordination of ecosystem modeling certification, and interface with the R&D program and development of training courses.

Short term consulting or serving as a "helpdesk" on ecosystem restoration planning would be funded from a revolving fund account of GI funds or from GE. Study specific work of the Center would be funded from study funds, GI or CG. ERDC Environmental Laboratory and Hydraulics Laboratory resources will be key components of the Center.

Project specific work will be funded using project funds as appropriate and in accordance with the cost estimates and scopes or work. MIPRs will be used as much as practical.

ECO-CX Teams

Core Project Delivery Team

The success of the ECO-CX in providing ecosystem restoration service is having a multidisciplinary core team that can effectively evaluate an array of possible customer projects and effectively match their needs with national resources. The Corps team was assembled using resources readily available to MVD. This is important from the aspect of quick and timely responses.

Title	Name	Office/Function
ECO-CX Director	Buddy Arnold	MVD - Plng
ECO-CX Deputy Director	Dave Vigh	MVD - Env
ECO-CX PDT Member	Norwyn Johnson	MVK - Env

ECO-CX PDT Member	Ken Klaus	MVD - Eng
ECO-CX PDT Member	John Barko	ERDC - Eng
ECO-CX PDT Member	Al Cofrancesco	ERDC - Env
ECO-CX PDT Member	Chuck Shadie	MVD - Eng
ECO-CX PDT Member	Larry Kilgo	MVD - Econ
ECO-CX PDT Member	G. Rogers-Sloan	CECC-MV - Legal
ECO-CX PDT Member	Barnie McDonald	MVD – RealEst.

The Core PDT members will participate in appropriate CoP and RBC activities. The ECO-CX Director will provide assistance to the RBC and other CoP Leaders by sharing expertise and making staff available to the RBC and CoP Leaders for their activities. The appropriate CoP Leader and/or supervisor will review and approve the team members' Individual Development Plans to ensure that technical skills are being maintained and will be in the rating chain.

The Core PDT will work with all levels of the Corps and with external stakeholders to build relationships and to resolve regional issues in an expeditious and timely manner. The Core PDT will be the primary portal of entry for ecosystem restoration planning. Leader of the Planning CoP will lead and provide overall direction for the ECO-CX and will serve in a dual-hatted role as Team Leader for the ECO-CX Core PDT and the Planning Community of Practice (CoP).

Follow-up and key considerations.

- ECO-CX Orientation/Team Building. The key for the ECO-CX is to get team members oriented and integrated into the national center as soon as possible. The strategy is to make ECO-CX part of the national culture and decision-making processes quickly.
- Regional Management Board (RMB). Participate in RMB meetings so the ECO-CX can be fully engaged in our work rhythm.
- Senior Leader Conference (SLC) participation. Participate in the Senior Leaders Conference to be fully engaged in a strategic management forum.

Virtual Team Composition

Once the core PDT meets and decides how to best meet the customer's needs, members of the national or virtual team will be engaged. From initial requests that went out from MVD in January 04, a list of approximately 150 Corps of Engineer people from around the nation have been identified as potential resources for the ECO-CX.

In addition to the Corps of Engineers members of the virtual team, expertise outside the Corps is also expected to be utilized. This would include laboratories, universities, other Federal agencies, contractors such as A&E or

research firms, a list of relevant GSA schedule contractors, Non-government organizations (NGO) such as The Nature Conservancy, Audubon Society, Ducks Unlimited, and even state government and local government resources from around the nation. A sample of a virtual team is shown below. The complete list of contacts is on file at MVD.

Expertise	**POC**	**Program/Location**
PM/E&D	Keith Watson	Phil. District
Env. Res. Spec.	Sue Holtham	New England District
Botanist	Rena Weichburg	New York District
Env. Engineering	Reuben Mabry	New Orleans District
Geotechnical	Pete Cali	New Orleans District
GIS	Jack Smith	Vicksburg District
Recreation	Rob Newman	Fort Worth District
E&D/Env.	George Kali	Alaska District
Geomorphologist	John Remus	Omaha District
Oceanographer	David Schulte	Norfolk District
CE/ICA	Ken Orth	IWR
Research	TBD	Other Research Facility
Modeling	TBD	University
Data Analysis	TBD	University
HTRW	TBD	Contractors
Resource Inventory	TBD	An NGO

The virtual team is the most dynamic portion of the ECO-CX and will require continual updating and work. The national or virtual team list will continually evolve and change. It is anticipated that as more and more national contacts are made, the virtual team will evolve into many different categories or specialties, and the core PDT will engage only those needed to meet the customer's request. Some aspects of the virtual team are still to be determined or explored.

Follow-up and key considerations.

- Team Building will be the same as the core team consideration. The key for the ECO-CX is to get the virtual team oriented and integrated into the national center as soon as changes are made. The strategy is to make ECO-CX part of the national culture and decision-making processes.
- Participate in RMB meetings so the ECO-CX can be fully engaged in our work rhythm.
- Participate in the SLC to be fully engaged in a strategic management forum.
- A fully accessible internet presence will be key for the national virtual team to stay engaged and communicate as necessary.

Quality Management

The ECO-CX will work with MSCs, HQUSACE, RITs and our customers in the development and evaluation of performance metrics. Quality improvements will increase the effectiveness and efficiency of the tasks and elements developed for the national center implementation and center organization transition. Some of the driving imperatives of quality management are:

- Management drives quality
- Focus on internal and external partners and stakeholders
- Focus on people, process, learning, and communication
- Ensure that the intent and goals of the national center are clear, and are embraced by everyone on the ECO-CX PDT and virtual teams
- Engage and communicate at all levels, all the time
- Incorporate the ECO-CX into our everyday business practices and processes
- Utilize existing forums and decision-making instruments that people are familiar with, including:
  - Project Management Business Process
  - Use of corporate programs (e.g., P2)
  - District and Division Program Review Boards (PRBs)
  - Command Staff Inspections
- District input and participation
- Creation of customer surveys
- Peer review by other national centers
- Partner feedback
- Customer feedback
- Administration feedback
- Regular calls with District DPMs, DSTs, and RIT Team Leaders

As part of quality management of the ECO-CX, the PDT will evaluate the need to develop review protocols and standardizations. For example certain types and sizes of work received by the ECO-CX will dictate the level and extent of review including the extent of virtual team recruitment.

Communication Plan

The ECO-CX will maintain a communications program in accordance with the May 2003 Strategic Communication Plan of MVD and USACE Strategic Goals in

order to keep employees, PDTs and virtual ECO-CX members and other stakeholders and customers informed.

A key element of communication is to conduct regular ECO-CX meetings of the core PDT and virtual team to discuss status and issues. This will be accomplished using e-mail, phone conferences, small group discussions, and VTCs for the most part, but the team will always try and meet face to face as a first choice.

Information has to be readily available to the core PDT, virtual team, customers and anyone else with a need to know. The ECO-CX will use available technology to share information with all members and users of the national center. Web support will be very important. The ECO-CX will also use available technology to share relevant information with the RBC, DSTs, RITs, and Districts. Included with the web site will be features such as a 'Hot Topics' bulletin board, a question or suggestion box and a down loadable ECO-CX brochure or other marketing/message tool.

As part of the day-to-day actions that improve communication the following points will be utilized and considered by the ECO-CX and virtual team members.

- Functional team members will share all actions they are taking in support of the ECO-CX with members who have a need to know including through emails, status updates at regular meetings.
- Meet with other national centers and other USACE 2012 organizational elements as needed to share lessons learned and ensure national consistency.
- Attend RBC Executive PRBs
- Listen to all customers both inside and outside of the Corps regarding issues of importance to them, respecting their viewpoint.
- Communicate early, clearly, completely, honestly and openly, accurately, and often with all customers on issues of importance.
- Incorporate communication activities as an integral part of PMBP.
- Be accessible to all customers and respond promptly without censorship or misinformation.
- Proactively inform the public and other customers of the Corps vital role in areas where we have special expertise.

There are many challenges to good communication and these are not necessarily unique to the ECO-CX. The ECO-CX must be able to obtain and publicize information quickly and easily. It must have constant and immediate support with its Intranet and Internet requests. The ECO-CX should proactively anticipate problems, and develop strategies for resolution and develop communications products to inform audiences and answer inquiries. The PDT and virtual teams must clearly and concisely explain reports produced.

There are many target audiences for the ECO-CX and some of them include the following list. This is also subject to regularly occurring changes and updates.

- Members and staff of Congress
- Other national MSC centers
- OASA (I&E), OASA (CW), OSD
- ACSIM, MACOMs, and other agency HQs
- General Public
- Trade organizations (i.e., American Water Resources Association, Navigation groups, etc.)
- ECO-CX employees
- Universities, researchers, NGOs
- HQ RIT employees
- MVD District PDTs and functional office employees
- Other Corps teams (CoPs, DITs, PIDs, RIDs, CITs, etc.) and employees

International Program

It is fully expected that over time, and as allowed by law, the ECO-CX will assist overseas efforts such as ongoing Corps efforts in South America, Middle East, Asia, etc. According to contracting laws, COE does work for other Nations under the Foreign Assistance Act (22 U.S.C. 2357, Section 607). Also the Corps can assist other Federal Agencies with their missions in Foreign countries under the Economy Act (31 U.S.C. 1535), 10 U.S.C. 3036(d). The ECO-CX can also be a resource to existing Corps international programs. Many of the agencies, particularly universities and contractors have an international presence. This is an area of the ECO-CX that can be developed as time and need allow.

Appendix A – ECO-CX Establishment Letter

DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO ATTENTION OF:

AUG 25 2003

CECW-P (1105-10b)

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS

SUBJECT: Planning Centers of Expertise

1. Reference memorandum dated 16 April 2003, subject: Planning Centers of Expertise.

2. The referenced memorandum stated our intent to name USACE Planning Centers of Expertise and requested information to make such a determination. Your response have been reviewed and the following designation has been decided for the five key business functions:

Inland Navigation - CELRD
Deep Draft Navigation - CESAD
Flood Damage Reduction - CESPD
Hurricane and Storm Damage Prevention - CENAD
Ecosystem Restoration - CEMVD

3. I have also chosen CESWD to be the USACE Planning Center of Expertise for Water Supply and Reallocation and I am acknowledging CENWD as the National Hydropower Planning Center of Expertise.

4. In addition, the U.S. Army Corps of Engineers National Nonstructural /Flood Proofing Committee (NFPC) is an excellent support element for Nonstructural Flood Damage Reduction. The NFPC has the capability to provide assistance to truly innovative planning, including nonstructural flood damage reduction, flood plain management, ecosystem restoration, and combined NED/NER planning. The NFPC can provide support for at least three of the five key business functions: flood damage reduction, hurricane and storm damage prevention, and ecosystem restoration.

5. Enclosed for your information and use is a roles statement for USACE Planning Centers of Expertise.

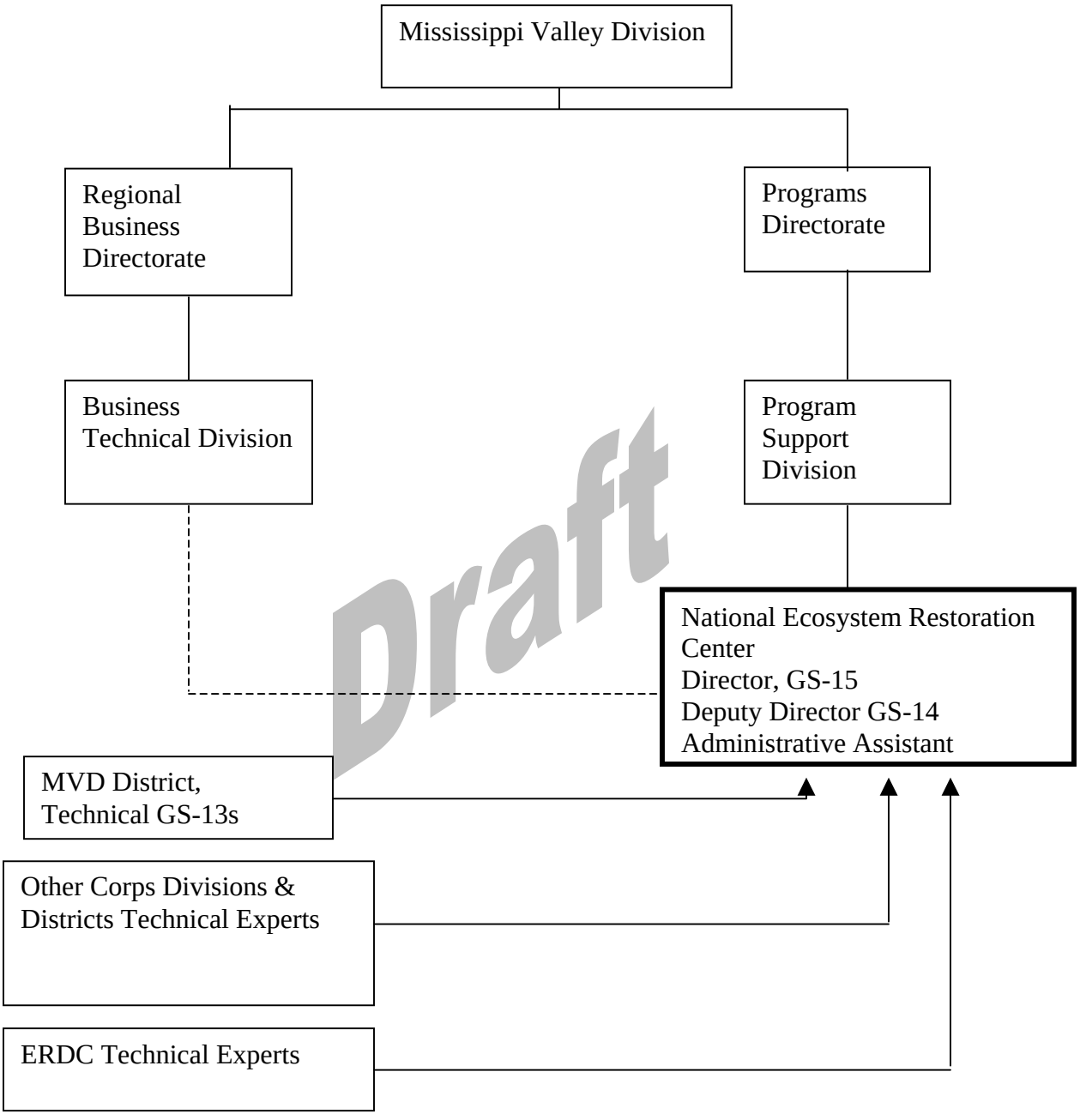
FOR THE COMMANDER:

Encl

ROBERT H. GRIFFIN
Major General, USA
Acting Director of Civil Works

DISTRIBUTIONS:
(See Page 2)

Appendix B – ECO-CX Structure



Appendix C – ECO-CX Cost Estimate Sheet

Customer Information

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Support Requested

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_____

Estimated Resources

Name	Organization	Effort	Total Costs

_____ _____
Deputy Director ECO-CX Date

_____ _____
Customer Date

Appendix D – ECO-CX Scope of Work Worksheet

Title : _____

Purpose: _____

POCs: _____
_____
_____

Requested Actions:

Deliverables:

Schedule:

_____ _____
Deputy Director ECO-CX Date

_____ _____
Customer Date

Appendix E – ECO-CX Process

- Request is received by the Director.
- Director makes a preliminary determination of service.
- If request is appropriate for the ECO-CX, the Director passes onto the Deputy Director for action.
- The Deputy Director assembles the core PDT which all evaluate the needs of the request.
- As needed, the applicable virtual team member(s) are engaged by the Core PDT members.
- All team members that to do work will develop a cost estimate and scope of work as shown in the appendices.
- The scope and cost estimates are signed by the Deputy Director and customer.
- Work is completed as agreed.
- Customer is provided a feedback/performance rating and information sheet which is returned.
- Summary of project action/results provided to Director.

Under Construction

Appendix F – ECO-CX Customer Feedback Form

Project Title _____

Customer Information _____
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What did you like about the ECO-CX services?
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What did you dislike about the ECO-CX services?
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What are your suggestions for improvement?

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Overall, on a scale of 1-10 (10 being best, 1 worst) how would you rate your overall ECO-CX experience? Other comments?